CS 1.76: 10/2

EEO
Spotlight

Published bimonthly
by the United States Civil Service Commission
in the interest of equal employment opportunity

Volume 10 Number 2 January-February 1978

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Special Emphasis Program

A special emphasis employment program was approved *in principle* by the Civil Service Commission on December 21,1977. The Program was approved on an experimental basis for five years, with an implementation date of June 1, 1978.

The Program includes a provision under which special hiring authorities can be made available to Federal agencies where there is evidence that past hiring practices have had an exclusionary effect on qualified women, members of minority groups or handicapped persons. The special authorities will be open to all applicants without discrimination on the basis of age, sex, race, national origin, or political affiliation.

This Program was developed following extensive discussions with Federal officials, employees, union representatives and community organization leaders throughout the country. Various views of the Program were discussed in public meetings of the Civil Service Com-

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Graham Named Director OFEEO

Civil Service Commission Chairman Alan K. Campbell announced January 30, that Ms. A. Diane Graham has been named Director, Office of Federal Equal Employment Opportunity.

Graham is currently Associate Director, Program Planning and Policy, Office of Federal Contract Compliance Programs, Department of Labor. She is expected to assume her new duties on February 21, 1978.

Graham has been active in Federal civil rights enforcement since 1970 and has broad experience in equal employment opportunity programs for both Federal and private employers.

She has served with the Department of Labor's contract compliance office since 1974. Previously, Graham served in civil rights enforcement capacities with both the U.S. Commission on Civil Rights and the National Aeronautics and Space Administration. Prior to 1970, Graham worked as a contract specialist and procurement analyst with the Department of Navy and the Department of Defense.

Graham is a graduate of Rosemont College, Rosemont, Pa., and is listed among the Outstanding Young Women of America in 1976. She recently received a Master of Science degree in administration from George Washington University, Washington, D.C.

A. Diane Graham

Presidential Mgmt Intern Program

President Carter created the Presidential Management Intern Program with the signing of Executive Order 12008. The Program is designed to attract to Federal service the most committed and best educated men and women trained in public management skills. President Carter said, "We will take every possible step to insure that this Program will represent an important and new avenue for well-qualified minorities and women to have an opportunity to demonstrate their potential for future managerial posts in government." It will make available 250 two-year internships each year to new graduate degree holders in the field of public management.

Upon selection, a candidate will be appointed as an intern to a position in Schedule A of the excepted service and will carry a full-time work assignment with a Federal department or agency. Jobs will be located throughout the United States as well as in Washington, D.C.

The Civil Service Commission is responsible for administering the

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Guidelines Proposed to Protect Worker Rights

Uniform guidelines for employee testing and other selection procedures have been proposed by the Administration. The guidelines are intended to protect the rights of workers to be hired and promoted on the basis of job-related standards and without regard to race, sex or ethnic background.

Developed jointly by the Equal Employment Opportunity Commission (EEOC), Departments of Justice and Labor, and the Civil Service Commission, the proposed guidelines would replace two different sets of employee selection guidelines: (1) the EEOC's guidelines adopted in 1970 and republished in November 1976 and (2) the Federal Executive Agency guidelines adopted by the other three agencies and effective in November 1976.

The proposed uniform guidelines are designed to assist employers to comply with requirements of Federal laws prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin, and to implement the requirement of the U.S. Supreme Court that employers justify the use of tests or other selection procedures which disproportionally exclude minorities or women. Under the proposed guidelines, any selection procedure which adversely affects members of a particular race, sex or ethnic group must be validated, or shown to be job related. If a selection procedure is shown not to be valid or the adverse effect is not eliminated through modifying or using alternative procedures, the employer could be subject to enforcement action by the Government. Adverse effect, defined more specifically in the guidelines, refers to a substantial difference in selection rates for two or more groups.

These new guidelines would ensure that for the first time, all employer groups—private employers, Government contractors and subcontractors, employment agencies, State and local governments and the Federal Government itself—are subject to the same requirements.

The proposed guidelines are consistant with existing law on employee selection and reflect the test validity standards currently accepted by professional psychologists.

The proposed guidelines were published in the FEDERAL REGISTER on December 30, 1977, with a public comment period extending through March 9, 1978.

CSC Recruitment Ads

The Civil Service Commission recently adopted a policy to set aside a modest amount of Commission funds to purchase institutional advertisements of a recruitment nature in minority publications. These advertisements will be above and beyond those placed for shortage-category and hard-to-fill jobs under Government-wide procedures outlined in Chapter 332 of the Federal Personnel Manual.

The institutional advertisements will be placed mainly in periodicals publishing special career or education editions. The advertisements will be concerned with career fields in which the nature and scope of Federal employment is not generally well known, and for which opportunities are expected to be good for the next several years.

CSC Chairman Campbell has urged heads of departments and agencies to consider similar action. He advised that the CSC will make a conscious effort to be candid and realistic in describing the Federal job market at a given time to guard against creating expectations that cannot be met in a tight job market.

EEO/Personnel Cross-Training

In a recent memorandum to Heads of Departments and Agencies, Civil Service Commission Chairman Alan K. Campbell set forth a policy to encourage the development of cross-training programs for employees in personnel and equal employment opportunity occupations.

The memorandum, dated January 11, 1978, emphasizes that the role of the EEO specialist has changed and that there is an indivisible relationship between good personnel management and equal employment opportunity. The cross-training programs should result in expanded career opportunities and in a more versatile and unified management team to deal with our increasingly complex employment issues.

Chairman Campbell urged department and agency heads to take immediate steps to provide formal career development plans for employees engaged in EEO work, stressing meaningful on-the-job training in operating personnel offices. He also urged them to provide onsite working experience in EEO for personnel specialists. Enclosed with the memorandum were guidelines and a copy of a sample training agreement.

Finally, the memorandum noted that the new position classification and qualification standards covering equal employment opportunity specialists, which CSC will soon issue for comment, will reflect the close EEO-personnel work relationship.

EEO Spotlight

Editor: Ed Shell

The Chairman of the U.S. Civil Service Commission has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agency. Use of funds for printing of this periodical has been approved by the Director, Office of Management and Budget through March 31, 1980.

Upward Mobility Strategies

A number of strategies are in use for implementation of upward mobility programs in Federal agencies. In the November-December 1977 issue of the SPOTLIGHT an article appeared showing the results of an upward mobility program survey. Those results showed that the most often used and the most successful strategy for upward mobility program implementation was the "Place Now, Train Later" method. The Civil Service Commission's Office of Federal Equal Employment Opportunity recently compiled a list of strategies for use as program informational material. Included are:

Place Now, Train Later (Attrition)

This strategy uses attrition as the intake mechanism. The position description of the vacancy must be rewritten to show intake at the entry level. A Training Agreement may be required since this strategy is most frequently used to implement Crossover and Bridge types of upward mobility programs. Competition occurs at the trainee level of the target position. Training related to the target position is provided following this selection and placement process, and ultimate assignment to the target position occurs without further competition following successful completion of the training plan.

This strategy requires identification of the types of positions to be used before an actual vacancy occurs and the rewriting of the position description and development of a general training plan. The selection criteria are based on the entry level position. Tasks included in the target job provide the basis for development of the general training plan which can later be adapted to the selected trainee.

Place Now, Train Later (Pool)

Through this strategy, a number of positions are obtained "off the top" from management. These ceiling slots may be used for a variety of positions in one or several occupations. The slots are assigned to the upward mobility coordinator and counted against the ceiling of the coordinating office. The individual trainees selected into the program actually work in offices which agree to accept a trainee on detail for subsequent assignment to an anticipated vacancy in that office. A Training Agreement may be required depending upon the type and level of position used. This strategy is adaptable to any of the types of upward mobility programs.

Competition occurs at the entry level of the target position identified by the office to which the trainee will later be assigned. Trainees are assigned to the central coordinating office and then placed on detail to the office where training will occur. A training plan is developed based on the tasks of the target job. Reassignment to the target job may be with or without further competition upon successful completion of the training plan.

Train Now, Place Later

This stategy is widely known as the "upward mobility college." To increase the probability of successful results of this strategy, the training provided must be directly related to an occupation used within the agency, and be sufficient in content and length of time to qualify the trainee for the entry level target job.

To successfully implement this strategy, a great deal of forward planning must be done based on past and anticipated attrition in specific occupations so that trainees and target jobs become available within the same period of time. This strategy may also be used to meet a projected agency need for certain skills and abilities in an identified occupation based on a change in mission or anticipated increase in work, in a unit or throughout an agency. Competition occurs for entry into the training program as well as for the entry level target job when it becomes available. A Training Agreement is not needed to implement this strategy since the trainees will meet the qualification standards of the entry level target job upon successful completion of the training plan.

This strategy is most adaptable to a skills upgrade type of program but may also be used with very careful planning for the Crossover type of upward mobility program.

The program informational material prepared by the Office of Federal Equal Employment Opportunity also includes definitions of the several types of upward mobility programs (Crossover, Skills Upgrade, and Bridging), and a glossary of key terms used in upward mobility program planning. The glossary defines such terms as "underdeveloped employee," "career counseling," and "selection," among others.

Complete copies of the material may be obtained by contacting CSC, Office of Federal EEO, Rm 7H19, 1900 E St, NW, Washington, D.C. 20415, telephone 202-632-2792.

Emphasis cont'd

mission, and interested groups and individuals also were provided an opportunity to submit written comments for the record.

Between now and June 1, a committee of Departmental Undersecretaries will study the Special Emphasis Employment Program plan and may recommend additional changes to assure legality and to make it most useful to agencies. Under Executive Order 11478 and the Equal Employment Opportunity Act of 1972, Federal agencies are required to plan and implement affirmative programs of equal employment opportunity (EEO). The CSC has responsibility for overall leadership and guidance of the Government-wide EEO program. All EEO policies and initiatives developed by the Commission for use in Federal agencies will be fully compatible with law and Presidential directives.

Intern cont'd

Program and has developed and published application forms and guidance on nomination procedures for the new program. The first participants had to be nominated by January 12, 1978, and to be scheduled to receive their graduate degrees this year.

Interns will be treated as Federal employees and will be paid at grade 9 of the General Schedule; current annual salary is $15,090.

Upon successful completion of two years of service under the Program, interns will be eligible for conversion to competitive civil service status. Chairman Campbell stressed that the executive order makes it very clear that an intern's continuation in the program for the full two years will depend upon his or her service during that period.

"The Executive order also makes it clear that affirmative action will be an important aspect of the program," stated Chairman Campbell, repeating and emphasizing the President's reference to this important new avenue to top managerial jobs in Government for qualified women and minorities.

Students will apply to their university for nomination to the Presidential Management Intern Program. The dean or similar program official will be able to nominate up to 15 percent of the graduating class.

Selection of the participants in the program will be made by panels set up by the CSC. These panels will be comprised of CSC staff and Federal agency personnel as well as representatives of State and local governments, professional associations, and other groups concerned with improved public management.

Student application forms are available from the appropriate university dean or program director as well as from the CSC. More than 650 graduate programs offering advanced management degrees have been contacted about participating in the Program. Inquiries to the Commission can be addressed to any of the ten CSC regional directors or to Mr. Norman Beckman, Director, Bureau of Intergovermental Personnel Programs, CSC, 1900 E Street, NW, Washington, D.C. 20415.

At the 95th Anniversary Observance of the Civil Service Commission, The Federal Personnel Management Project received the Commissioner's Award for Distinguished Service for leading and accomplishing in less than six months the most fundamental and comprehensive review of Federal personnel management ever undertaken, a review intended to be a foundation for Presidential proposals for Federal personnel management reform. Pictured at the ceremonies (center foreground) is Dr. Harriett Jenkins who served as Manager of FPMP Task Force on Equal Employment Opportunity and Affirmative Action. Dr. Jenkins is Director of Equal Opportunity Programs at the National Aeronautics and Space Administration.

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UNITED STATES
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